

Preface

Motivation is the actuating force which inspires a man to put his best in the accomplishment of a task. Motivation is a managerial science and a management function concerned exclusively with human side of an enterprise. It has been said that you can buy a man's time, you can buy a man's physical presence at a given place, but you can not buy his enthusiasm, initiative or loyalty. It requires a different qualification and attitude of mind and if a manager can enthuse, initiate and build up loyalty of the employees towards the achievement of the objectives of the enterprise with their willing co-operation, the sum total of all these will amount to motivation. It is the dynamic side of management which creates will to work.

Motivation of employees has become a very complicated task in the present day management. With the growing complexities of business, this aspect has also become very intricate. Because the behaviour patterns of people are as complex and multifarious as people themselves. Some persons may work hard for money. Some may be proud of hard work for their excellent working environment. Others may work hard for a word of commendation or approbation from the superior. Every volition has a special motive which differs from man to man. So management is required to know the mainspring of motive of a man to have the key of his will.

In India, sales management of different organisations are not given importance to the motivational factors of salespersons. A new stream of research in U.S.A. has shown that motivational factors in different sales management may stem from different antecedents.

The study conducted by Prof. P.K. Tyagi, Associate Professor of Marketing Management, San Diego State University (U.S.A.). Concluded that key job dimensions are more instrumental in enhancing intrinsic motivation, and leadership behaviour more influential in effecting extrinsic motivation. This study has been given due weightage has been given on the motivational factors and examined the relative importance of key job dimensions and leadership characteristics in enhancing salesperson motivation and work performance. The relative effects of job dimensions and leadership behaviour on intrinsic and extrinsic work motivation of salespersons are also examined. A number of major implications based on these findings are discussed. The job

characteristics Model, originated in the works of Hackman and Lawler-(1971) and Hackman and Oldham (1974) of workers motivation has been applied in many organisational settings. Empirical application of this model has been examined for finding out its impact on job dimensions and leadership behaviour of salespersons. The study conducted by Walker, Churchill and Ford concluded that the job characteristics model appears to have potential in the study of sales force motivation and satisfaction. In this context, the present study is expected to provide personnel and sales managers with a scale specifying the nature and level of motivational factors that is reliable, valid and convenient. To the best of the knowledge of the present researcher no systematic research has been undertaken in India to study the pattern of salespersons involvement. In view of this, an effort is made here to investigate the involvement behaviour of Indian Salespersons.

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